

ATTITUDES TOWARD R&D:

- ① IS A COST OR INVESTMENT
- ① DOES NOT GUARANTEE RESULTS
- ① HIGHLY SPECULATIVE/UNCERTAIN
- ① INCREASINGLY COSTLY
- ① REQUIRES GREATEST MANAGERIAL COMPETENCE
TO PRODUCE RESULTS

COMMON YARDSTICKS FOR EVALUATION OF R&D:

- ① DETERMINE R&D CONTRIBUTION TO EARNINGS/PROFITS
- ② DETERMINE R&D CONTRIBUTIONS TO IMPROVEMENTS IN
 - QUALITY OF AGENCY PRODUCT
 - TIMELINESS OF PRODUCT
 - UTILIZATION OF RESOURCES
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UNREASONABLE BECAUSE:

- ① FINAL INTELLIGENCE PRODUCT REFLECTS THE PERFORMANCE
OF AN ENTIRE ORGANIZATION
- ② MAKES ORD "HOSTAGE" TO OTHER COMPONENTS OF AGENCY

WHAT IS NEEDED:

- ① A SYSTEM THAT MEASURES THE PERFORMANCE OF ORD
AS INDEPENDENTLY AS POSSIBLE FROM THE REST OF
THE AGENCY.
- ① PROVIDES FOR SHORT & LONG TERM EVALUATIONS OF
PERFORMANCE
 - IDENTIFY PITFALLS
 - DEMONSTRATE PRODUCTIVITY
 - SHOW VALUE OF PREDICTIVE EVALUATIONS

OVERVIEW:

INTELLIGENCE
REQUIREMENT



R&D
PROGRAMS



TECHNOLOGY
UTILIZATION



AGENCY
PRODUCT

INTELLIGENCE REQUIREMENTS:

① IDENTIFICATION

② VERIFICATION

- WHAT ARE THE TECHNICAL CONSTRAINTS IMPOSED
BY THE CUSTOMER/USER

③ PRIORITIZATION

④ TRANSLATION

-TO PLAUSIBLE RESEARCH INITIATIVES



PROGRAM/PROJECT APPRAISAL

PROGRAM/PROJECT APPRAISAL:

① IDENTIFICATION

- EVALUATION OF CURRENT CAPABILITIES/LIMITATIONS

② VALIDATION

- IDENTIFY CLEARLY TECHNICAL CONSTRAINTS
IMPOSED BY CUSTOMER/USER ON REQUIRED
TECHNOLOGY
- ASSESS "OFF-THE-SHELF" CAPABILITY

③ TRANSLATION

- IDENTIFY RESEARCH ALTERNATIVES
- DETERMINE GAP BETWEEN CURRENT STATUS OF
TECHNOLOGY AND GOAL
- ASSESS TECHNOLOGICAL DRIVING/RESTRAINING
FORCES; TECHNOLOGY FORECASTING
- PINPOINT TECHNOLOGICAL/UTILIZATION "PRESSURE-
POINTS" AND MULTIPLE SCENARIOS
- DETERMINE TIME-FRAME REQUIREMENTS
- ESTIMATE POTENTIAL VALUE-IN-USE TO AGENCY
OF ORD PRODUCT
- IDENTIFY OPTIMUM INITIATIVE(S)
- SPECIFY TECHNICAL OBJECTIVES TO BE ACHIEVED
- IDENTIFY REQUIRED RESOURCES

0 STRATEGIC PLANNING

- WHAT SHOULD BE REQUIRED OF CUSTOMER/USER
TO PROVIDE SUCCESSFUL EXPLOITATION OF ORD
PRODUCT?
- WHAT ARE/COULD BE BOTTLENECKS TO SUCCESSFUL
TECHNICAL ACCOMPLISHMENT/AGENCY UTILIZATION?
- WOULD A DIFFERENT ALLOCATION OF RESOURCES
PROVIDE A MORE SUCCESSFUL THRUST?

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R&D PROGRAMS:

- ① DETERMINE OPTIMAL RESEARCH INITIATIVES
- ① ACQUIRE RESOURCES
- ① GENERATE/IMPLEMENT RESEARCH/MANAGEMENT PLAN
- ① EVALUATE RESULTS



POST-AUDIT

POST-AUDIT OF R&D PROGRAMS:

- ① EVALUATE ACCOMPLISHMENTS IN THE CONTEXT OF SPECIFIC TECHNICAL OBJECTIVES PREVIOUSLY ESTABLISHED.
- ① REASSESS POTENTIAL VALUE-IN-USE TO AGENCY
 - CURRENT EXTERNAL/INTERNAL DRIVING/RESTRAINING FORCES
 - DEMONSTRATED TECHNICAL ACCOMPLISHMENT
 - SPIN-OFF
- ① REVIEW PRODUCTIVITY
 - EFFICIENCY
 - QUALITY
- ① REAL-WORLD RISKS WHICH MITIGATE AGAINST SELECTION OF SIMILAR PROJECTS IN THE FUTURE
- ① DEMONSTRATE R&D PRODUCTIVITY
- ① DEVELOP CONFIDENCE IN PREDICTIVE APPRAISALS

TECHNOLOGY UTILIZATION/EXPLOITATION:

① DISSEMINATION TO AGENCY COMPONENTS

- TECHNICAL RESULTS
- POTENTIAL VALUE-IN-USE

② ASSIST IN IMPLEMENTATION

- D/E
- ANALYST/USER EXPLOITATION

③ IDENTIFICATION OF "NEXT-GENERATION" R&D

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